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Page: 1 of 5

Harmony Gold Mining Company Limited
(the Company)

**PROMOTION OF BROADER DIVERSTY BOARD
POLICY**

GRD001

DOCUMENT USERS : HARMONY BOARD OF DIRECTORS

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1. INTRODUCTION AND BACKGROUND

- 1.1. In terms of paragraph 5.7(j) of the JSE Limited Listings Requirements (JSE Listings Requirements), the Board of Directors of the Company must have a policy in place to promote broader diversity at Board level, specifically focusing on the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience (the Broader Diversity Board Policy). The nomination committee must report to shareholders in its integrated report on how the Board has considered and applied the Broader Diversity Board Policy in the nomination and appointment of directors.
- 1.2. The King V Report on Corporate Governance for South Africa, 2025 recommends that the Board should comprise the appropriate balance of knowledge, skills, experience, diversity and independence across a variety of attributes relevant for promoting better and objective decision-making and effective governance including fields of knowledge, skills and experience, age, culture, race and qualifications of members. It is further recommended that (i) the Board should comprise a majority of non-executive members, most of whom should be independent; and (ii) the Board may consider voluntary diversity targets relating to the composition of the Board.
- 1.3. In terms of the nomination committee's terms of reference, the nomination committee establishes and oversees formal and transparent policies and procedures for the identification, nomination, selection and appointment of suitable candidates to be recommended to the Board for appointment as executive, non-executive and independent non-executive directors of the Company.

2. SCOPE

This Policy shall be applicable to the Board only.

3. DEFINITIONS

- 3.1. **"Board"** shall mean the board of directors of the Company;
- 3.2. **"Historically Disadvantaged Persons"** shall mean: (i) a minimum of 50% Historically Disadvantaged Persons with exercisable voting rights, proportionally represented in terms of provincial or national demographics; (ii) 20% of whom must be women, as defined in Mining Charter III;
- 3.3. **"JSE"** shall mean the Johannesburg Stock Exchange; and
- 3.4. **"Mining Charter III"** shall mean the Broad-Based Socio-Economic Empowerment Charter for the Mining and Minerals Industry, 2018.

4. POLICY STATEMENT

In accordance with Mining Charter III, the Board must achieve and maintain a minimum threshold representation by Historically Disadvantaged Persons. Furthermore, the Board recognises and embraces the need and benefits to be derived from a diverse Board. As such, the Board endorses a commitment to attaining an optimum composition of the Board which enhances diversity of race, gender, culture, age, field of knowledge, skills and experience.

5. THE BOARD'S APPROACH

- 5.1. The approach to broader diversity adopted by the Board shall be as follows:
 - 5.1.1. to conduct a gender and diversity analysis of the composition of the Board, and to identify barriers to equal opportunity, access, and participation;
 - 5.1.2. to voluntarily set pragmatic and measurable targets for achieving diversity of race, gender, culture, age, field of knowledge, skills and experience on the Board and to review initiatives implemented and progress made towards achieving these targets;

- 5.1.3. to ensure that, in addition to the diversification of the Board, the relevant principles of the King V Report on Corporate Governance for South Africa, 2025 insofar as they relate to independence criteria of the Board (particularly that the Board should comprise a majority of non-executive directors, most of whom should be independent), are complied with by the Board;
- 5.1.4. to ensure that the Chief Executive Officer of the Company and at least one other executive be appointed to the Board;
- 5.1.5. to consider whether any voluntary diversity targets should be adopted and, if so, to ensure that any such voluntary diversity targets are achieved;
- 5.1.6. should a vacancy on the Board arise, or should there be a requirement for an additional Board appointment, consideration will first be given to the appointment of Historically Disadvantaged Persons so as to attain and maintain a level of gender, racial, cultural and age diversity within the Board that is considered appropriate at the time, having due regard to the field of knowledge, skills, experience, age, culture, race, gender, qualifications, the availability of suitable candidates, and any additional requirement that may be required to ensure the appropriate mix of skills and experience on the Board and its committees that will best serve the interests of the Company and its stakeholders;
- 5.1.7. to evaluate the criteria for nominations and appointment of directors to ensure that they promote inclusion and diversity across a variety of attributes relevant for promoting better decision-making and effective governance, including the mix of competencies as well as age, culture race and gender; and
- 5.1.1. to ensure that succession planning promotes diversity and inclusion in a similar manner as referred to in paragraph 5.1.7, including succession for committees and key roles in the Board (such as chair).



5.2. The nomination committee will have due consideration to the Board's pool of knowledge, skills, experience, age, culture, race, gender and qualifications as part of the Board's annual performance evaluation of the effectiveness of the Board, Board committees and individual directors.

6. MONITORING AND REPORTING

- 6.1. The nomination committee shall annually report to shareholders in the integrated report on how the nomination committee has considered and applied the Policy on behalf of the Board and, where applicable, explain why any of the diversity indicators have not been applied and to report on progress on agreed voluntary targets.
- 6.2. This policy shall be published on the Company's website in accordance with the JSE Listings Requirements.

7. REVIEW AND DEVIATIONS

- 7.1. This policy will be reviewed annually, and to the extent necessary, revisions may be made and shall be subject to the Board's approval.
- 7.2. Any deviations from this Policy shall be subject to approval by the Board.

8. Approval

This Broader Diversity Board Policy was approved by the Board on 9 March 2026, following the recommendation received from the nomination committee.

This version replaces all previous policies and correspondence in this regard.

Chief Executive Officer

Harmony Gold Mining Company Limited

(On behalf of the Board of Directors)